

April 5th, 2022

Mayor Clark and Members of City Council
Standing Policy Committee on Finance
City Hall
222 Third Avenue North
Saskatoon, SK S7K 0J5

Re: Annual presentation from Tourism Saskatoon

Step in step with the global tourism and hospitality sector and even with the start of a recovery in 2021, Tourism Saskatoon was faced with a catastrophic loss of over 72% of revenue from our primary funding source, the Destination Marketing Program when compared with 2019 funding levels.

As you will read about in the attached package, despite the dramatic decrease in funding, Tourism Saskatoon was still able to confirm over 15,000 room nights for 2022, create 12 new tourism experiences and embark on a first of its kind Indigenous Tourism development project with the Saskatoon Tribal Council and other Indigenous Tourism partners. This is thanks in no small part to the Civic Hospitality Fund Reserve, and other municipal, provincial, and federal supports.

Though confidence is starting to return, we know with Destination Canada's forecast that we will not fully recover until 2026 and with most emergency funding programs coming to an end, securing additional long-term, stable funding for Tourism Saskatoon is more important than ever. It is imperative to continue strengthening our destination to position Saskatoon as a leader in the Canadian tourism sector and, the destination of choice for national and international events and travel.

We estimate that because of the upcoming projects for 2022, Tourism Saskatoon's work could result in an overall economic impact of \$70 million in Saskatoon's economy, the creation of new tourism experiences and the acquisition of high value international and national events.

Your partnership and support have helped to enable Tourism Saskatoon to act as a strategic tool for economic recovery and growth and a generator of jobs and new businesses while continually enhancing the quality of life for residents of Saskatchewan.

With 2022 already underway and our existing Fee for Service agreement ending in December of this year, in addition to the typical annual reports, we have also enclosed additional documents to help understand the full impact of Saskatoon's visitor economy, our partnership with SDMH Inc. (formerly Saskatoon Hotels Association), and the work we do on behalf of the destination.

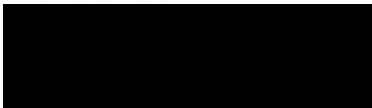
As such, please see the following:

1. Saskatoon's Visitor Economy
2. 2021 Year in Review & Corporate KPI's
3. Saskatoon's Decade of Action Plan
4. 2021 Audited Financial Statements
5. 2019-2022 Budget Recap
6. 2022 Business Plan & Corporate KPI's
7. Destination Transportation Proposal

Our Board Chair and I will be in attendance to respond to any questions the Committee might have.

I look forward to our discussions.

Sincerely,



Stephanie Clovechok
CEO

Cc: Patty Schweighardt, Chair Tourism Saskatoon

Tourism Saskatoon 2021 Report

Standing Policy Committee on
Finance

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5. 2021 Audited Financial Statements
6. 2019-2022 Budget Recap
7. 2022 Business Plan & Corporate KPI's
8. Destination Transportation Proposal

2021

persevere

*to persist in anything undertaken;
maintain a purpose in spite of
difficulty, obstacles, or
discouragement; continue steadfastly.*

Saskatoon: A Great Place to Live, Work, Learn & Play

Tourism Saskatoon is the Destination Management Organization for Saskatoon and works as the contracted service provider of Saskatoon's Destination Marketing Hotels.

Our team attracts visitors to our community that spend millions of dollars, generating tax revenue, putting people to work, and helping our economy to recover from the impact of Covid.

We are a vital driver of the visitor economy and support the tourism sector in Saskatoon.

Destination Management Organizations have an impact that goes far beyond filling hotels.

Tourism Saskatoon creates a ripple effect that makes our city more vibrant, dynamic, diverse, and a fun place to live, work, learn, visit, and play.



Tourism Plays a Vital Role in The Saskatchewan Economy

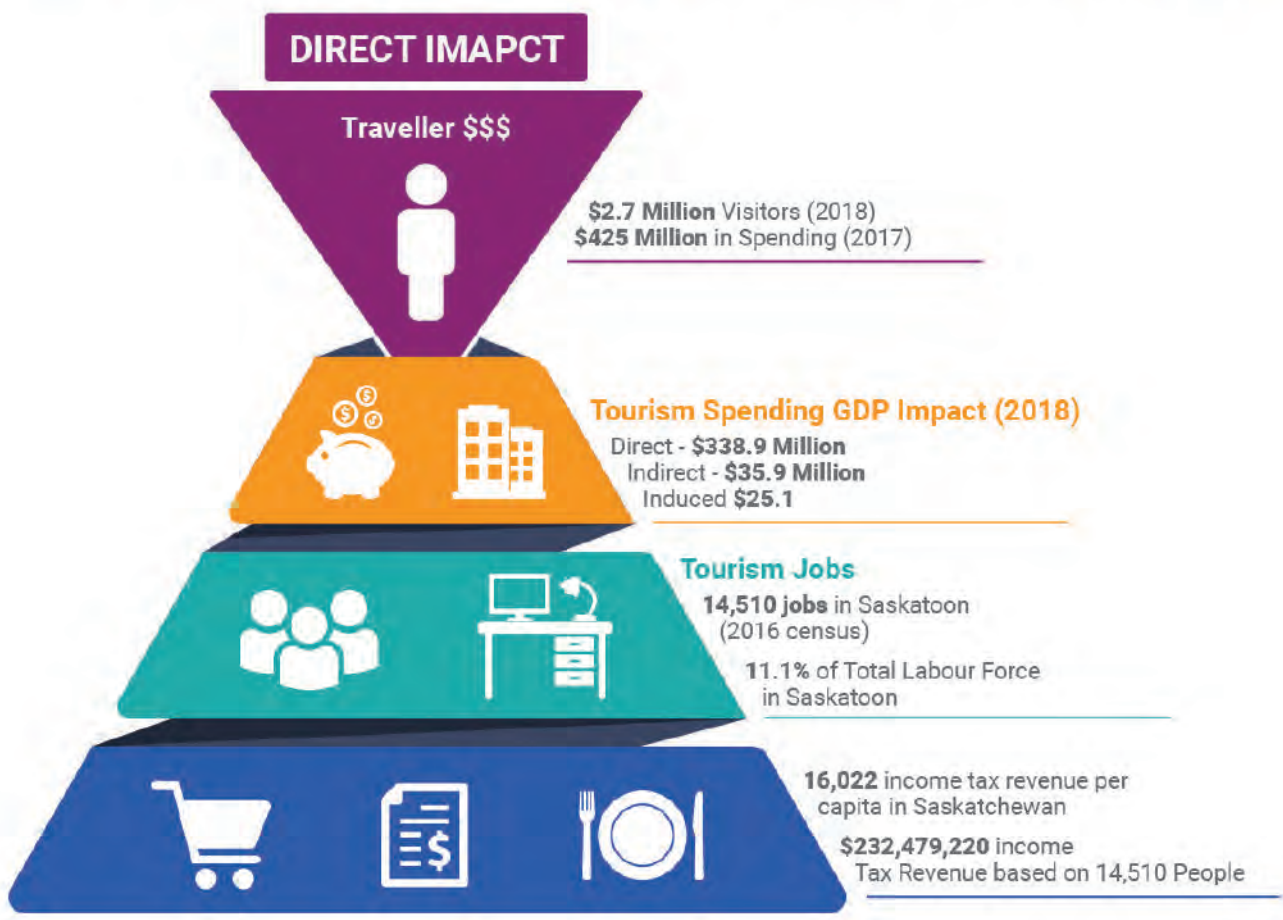
We support a strong economy

We build a strong community

We enable families to thrive

MORE THAN MARKETING

SASKATOON'S VISITOR ECONOMY

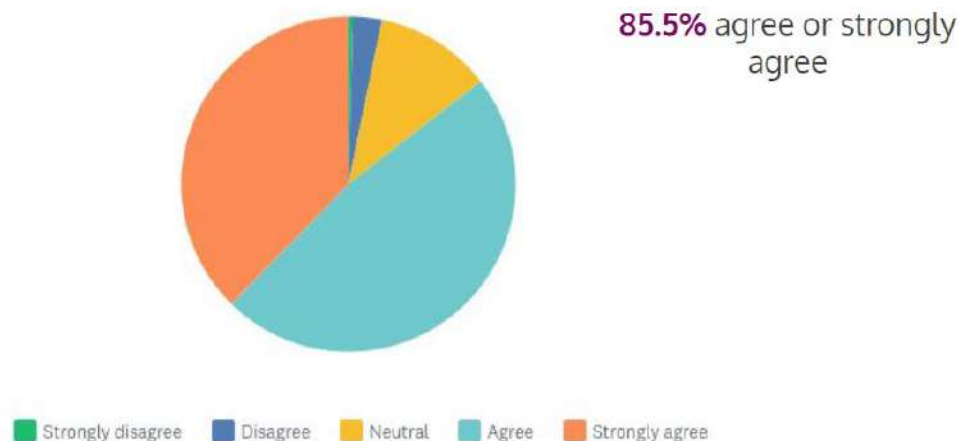


About Tourism Saskatoon



Tourism is an important industry in Saskatoon.

Answered: 462 Skipped: 3



Funding Sources

Tourism Saskatoon's primary revenue source is the Destination Marketing Program. Saskatoon Destination Marketing Hotel (SDMH) partners apply a 3% Destination Marketing Fund to every room night stay. This economic engine is cyclical. When Tourism Saskatoon's work is enabled through the partnership, room night generation and high volumes of visitation to the city drive an increase in revenues to the program. Tourism Saskatoon's work is done locally, Nationally, and Internationally through multiple lines of business. This partnership model is very common throughout Canada and the USA.

The SDMH Board of Directors and Hotel partners provide advisory and insight during annual business and budget planning cycles. This collaborative approach and continued interdependence contribute to a viable economic model for Saskatoon's visitor economy. Tourism Saskatoon is Saskatchewan's only fully established Destination Management Organization.

The City of Saskatoon will provide Tourism Saskatoon with \$559,200 in core funding as a result of our Fee For Service agreement. This agreement will be negotiated for renewal in 2022 and has long been assessed for increase based on changes in commercial assessment from year to year.

Highlight: Tourism Saskatoon provides visitor services through one of the only Visitor Centres in Saskatchewan. Enhanced visitor services is a key component to a thriving visitor economy and a transformational visitor experience.

Pandemic Funding Sources

Federal funding programs do not support operations and require all “net new” projects to receive revenue.

These programs have supported staff costs and along with program area costs specific to the projects intentionally to reduce use of Destination Marketing Program Funds to maximize year over year carry over and stabilize operations for Q1 of 2022. These projects were almost solely related to Destination Development initiatives like “Experience Development”. Tourism Saskatchewan is one of the only destinations in Canada with a well established experience development program that could deliver strong ROI for federal funding programs.

Resource generation will continue to be a priority for the CEO to ensure that free cash flow through the Destination Marketing Program to Tourism Saskatchewan. Free cash flow as a priority metric of success for Tourism Saskatchewan will ensure Saskatchewan Destination Marketing Hotel Partners can rely on an “always on” approach for sales, development and marketing of the Saskatchewan destination. With full recovery of revenues and visitation now set for 2026, additional resources must be secured to ensure Saskatchewan’s relevance, competitiveness and stability.

Expense Description	2020	2021	Notes
City of Saskatoon - Fee for Service	518,800	523,800	Annual fee for service allocation (Tourism Management Services)
City of Saskatoon Covid funding	145,000		One-time emergency covid funding approved by City Council June 2020
City of Saskatoon Incentive Program		200,000	Civic Hospitality Fund Reserve (to provide financial resources for business events in current and future years)
City of Saskatoon Winter Animation	200,000		Winter Strategies (December 17, 2020 - March 31, 2021). To support Saskatoon residents in participating in outdoor activities.
Canada Emergency Business Loan	60,000		25% forgiven; \$45,000 to be repaid by December 31, 2022
Destination Canada through Tourism Saskatchewan	400,000		Marketing support (digital marketing, traditional media, virtual experiences, experience videos, travel media tactics, national marketing campaign, fairs & site visits, travel trade).
Destination Canada through Tourism Saskatchewan	30,000		Support for Content marketing (digital files such as photography, videography, text and audio, as well as art and music projects).
Tourism Saskatchewan		83,500	Support for Business Events (BID site refresh, international lead generation, int'l trade show attendance, DC co-op marketing).
Western Economic Diversification (WD)	300,000		Canadian Experience Fund (April 2019 - March 2021)
Western Economic Diversification (WD)	450,000		RRRF (April 2020 - March 2021)
Western Economic Diversification (WD)	225,000		RRRF (April 2020 - March 2021)
Western Economic Diversification (WD)		500,000	Digitization Project (April 2021 - September 2021)
SK Tourism Sector Support Program		15,000	
TOTAL	3,251,250	1,822,300	

Note: The “Digitization Project” for Tourism Saskatchewan was a funding source discovered through research and relationship. The program was solely provided to destination organizations like Tourism Saskatchewan specifically to enhance technology and improve digital platforms. This revenue opportunity enabled Tourism Saskatchewan to grow and enable digital technology knowing that the success Saskatchewan will have in future will rely deeply on the ability of Tourism Saskatchewan’s digital marketing platforms.

Tourism Saskatoon Lines of Business: How We Drive Saskatoon's Visitor Economy

Business Events

Saskatoon is home to many Canadian “centres of excellence” in sectors such as agriculture, crop science, manufacturing, research, technology, and virology. Tourism Saskatoon’s business development team prospects and secures business events from around the world that fill hotels, convention centres, and hospitality businesses. Business events inspire investment and welcome human capital to our province creating opportunities for investment and driving innovation. The BID process that is required to prospect and secure business events for Saskatoon in our sectors of strength requires a large distribution network of relationships and activity. Tourism Saskatoon has a long-standing relationship with “international lead generators” that work in “far” International markets to prospect business event opportunities. Our “in market”, Ottawa based Business Development Manager drives lead generation in the National market. The bid cycle takes place years in advance of the actualization of the business event and depends on very inspiring and relevant incentives to support the acquisition of these events.

Travel Trade

Tourism Saskatoon works with tour operators and travel agents in Canada, USA, UK, Germany, and Japan to build itineraries that are distributed to hundreds of thousands of travellers worldwide. Without these third-party relationships and partnerships, we would not have access to consumers in those “far markets”. We work with our “trade partners” to create awareness and consideration for travel to Saskatoon. Through the development of itineraries and “joint marketing partnership” we create compelling invitations to convert consideration into confirmed travel. We are the voice of Saskatoon and Saskatchewan in these markets. This work also supports provincial trade and export efforts.

Destination Innovation

Tourism Saskatoon has led the Nation in Destination Development knowing that building more tourism experiences not only adds to the quality of life for residents and diversity within our economy but also, creates the much-needed critical mass of saleable experiences for travellers from around the world. Experiences that are purchasable prior to travel for individual travellers and, experiences that can be included in tour operator or travel agent itineraries inspire travel to Saskatoon.

Our experience development program is application based and is available to all members. Our team supports entrepreneurs from concepting of the experience, all the way through costing, developing marketing strategies and assets to the full launch and deployment of your experience through all our departments. These experiences are also included in business event

and sporting event bids to extend the stay of all travellers and immerse them in our city beyond the walls of a conference centre or arena.

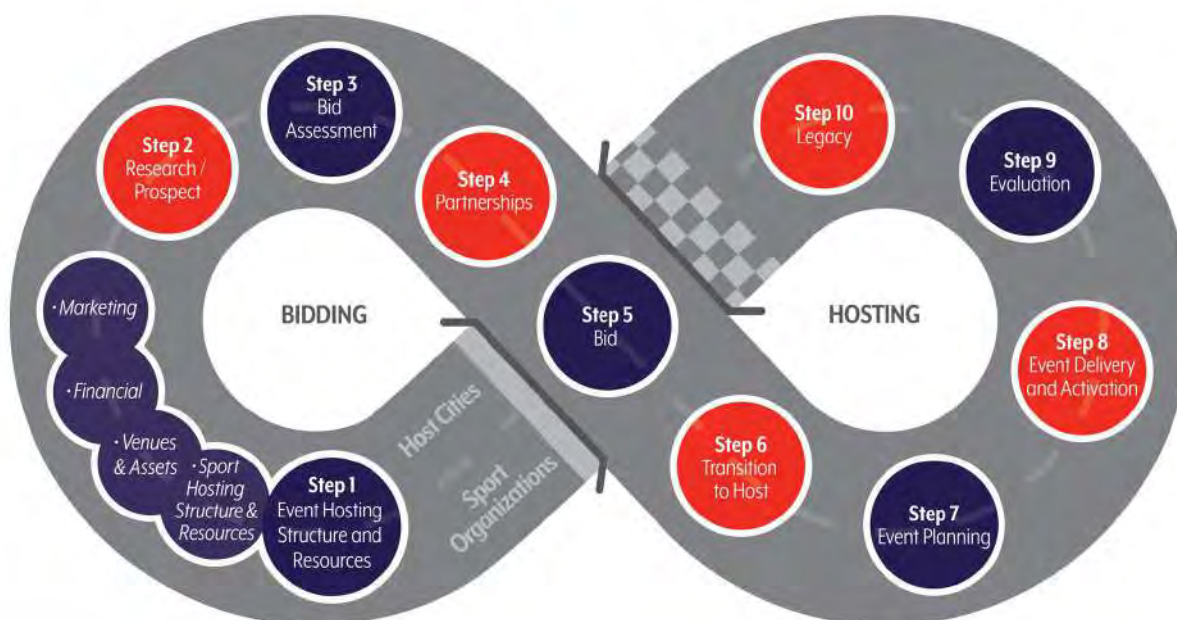
Experience development is an incredible entrepreneurial pursuit that is successful solely because of the people and partnerships that are born through the process.

Our team supported the creation of 12 new experiences last year and the creation of over 50 jobs. Our team works to support the incubation of new events and, the enhancement of already existing events. You are going to be thrilled to see what is being planned already for this year!

Sport Tourism

Saskatchewan takes great pride in providing an world class sporting events like the IIHF World Junior Championships, the Canadian Curling Trials and the Fred Saskakamoose Hockey Tournament drive high volumes of room nights, visitation to local attractions, restaurants and retail businesses and also, leave behind legacy funding that inspires athletic opportunities for youth. Similar to business events, these opportunities are only available to Saskatoon because of National and International relationships and the bid cycle as demonstrated below.

SPORT TOURISM ROADMAP[©]



Marketing & Communications

Tourism Saskatoon is responsible for creating compelling invitations to travel to Saskatoon through data-driven marketing campaigns. We focus on high value travellers in core markets, as well as our own residents. The awareness that we create of the value that Saskatoon and Saskatchewan have as a place to live, work, and play is essential in creating a global competitive advantage while converting intentions to travel. From our natural assets, world class attractions and award-winning culinary scene; our digital, traditional, social, and content marketing campaigns drive awareness, inspire consideration for Saskatoon and convert travel that is measurable.

The development of content through video, photo, blog, vlog and newsletters is essential to driving referrals to members and partners through our website. Our success is measured in our ability to drive awareness, consideration, and conversion.

Awareness tactics: social media posts, blogs with engaging and inspiring content and digital awareness campaigns through keyword marketing and YouTube video campaigns. These tactics work to bring awareness to our brand and the tourism offerings in our destination.

Consideration tactics: remarketing campaigns, e-marketing tactics, seasonal campaigns with landing pages on our website, campaigns with CTAs driving the consumer to our hotel partners pages, offers or staycations.

Conversion tactics: because we cannot track the final conversion, we track the referrals from our page. Some tactics we use to enhance the conversion opportunities on our website are things like the 'view rates' or 'book now' buttons or links out from member listings. This gives the consumer the opportunity to purchase an experience, offer or room at one of our hotel partners.

We have identified that importance of quality, engaging and inspiring content on our website and digital platforms (social media, act-on). Content is the driver of attention and is what will bring the consumer into our site and on to our partners pages.

Our consumer e-newsletters are distributed to almost 3,000 people with an above average open rate meaning that stories and offers from our destination are placed in front of highly qualified travellers.

In addition to our newsletter, Saskatoon stories are shared through the following platforms:

Facebook Page Likes: 21,600

Twitter Page Likes: 29,900

Instagram Page Likes: 32,300

LinkedIn Followers: 3,357

Destination Branding

Tourism Saskatoon has been working with community stakeholders and partners in the development of a new Destination Brand for Saskatoon. The launch of our new brand will impact the visibility and relevance of our destination in a purposeful and transformative way. Our team is excited to launch this new, vibrant, and inclusive brand for our city in partnership with The City of Saskatoon.

Media Relations

Tourism Saskatoon works with media outlets around the world to secure high value earned media opportunities and claim space in top shelf publications. In 2018, Saskatoon was the only Canadian destination on the NY Times' "Top Places to Travel" list. This was a direct result of our work and relationships that we hold. We host media partners in Saskatoon and around the province to showcase the wonder of our destination. Our media team represents Saskatoon at National and International media marketplaces where we meet face to face with qualified journalists, producers and influencers from around the world. Media partnerships are of great importance to drive awareness through storytelling in markets near and far. Our stories need to be shared with the world!

Visitor & Membership Services

Tourism Saskatoon provides travellers to the province with visitor services through our online and visitor centre platforms. Ensuring a high-quality visitor experience increases the potential of repeat travel and ambassadorship in those who visit for business, sport, or leisure. Tourism Saskatoon is accountable to 420 members businesses in Saskatoon. Their viability and survival depend on our continued work to refer travellers to their business. Tourism Saskatoon provides front line staff throughout the destination with "Saskatooning Training" to ensure that hospitality staff that interact with travellers can act as ambassadors and speak on behalf of the destination as a whole. Our Visitor Centre is a showcase to local artisans and acts as a "base camp" for Tourism Saskatoon's owned and operated guided tours.

Strategic Implementation Partners: City of Saskatoon Strategic Plan

Increasing Quality of Life:

- Tourism Saskatoon will continue to support Truth and Reconciliation initiatives through the development of Indigenous tourism experiences and events that enable connection to Indigenous communities and experiences.
- Tourism Saskatoon will provide advisory and partnership in the renewal of the City's Culture Plan
- Tourism Saskatoon provides Truth and Reconciliation and anti-racism education and awareness to over 400 member businesses and all SDMH hotel partners
- Tourism Saskatoon will launch "The Guide to Good Relations" – an action plan for the tourism sector that supports action towards the TRC's Call's to Action
- Tourism Saskatoon will implement a destination wide LGBTQ2S+ destination strategy to support community diversity and inclusion
- Tourism Saskatoon will commit to supporting the implementation of the Winter City Strategy
- Tourism Saskatoon will provide advisory and partnership in the renewal and implementation of the Special Event Policy framework

Destination Sustainability

- Tourism Saskatoon will collaborative with support from the City of Saskatoon to service the Decade of Action Plan and the establishment of a Sustainability Manager within Tourism Saskatoon's Team. This plan cannot be implemented until the establishment of this position within our team.

Economic Diversity and Prosperity:

- Tourism Saskatoon will ensure convent and event venues are meeting community needs by providing advisory and information related to real time business event and sporting event needs requirements.
- Tourism Saskatoon will continue to develop and implement strategic marketing campaigns to gain global recognition and drive visitation to Saskatoon.

**We can't afford
to lose tourism.**

Destination Organizations Drive Economic Recovery

#CommunitySharedValue #DestinationOrganizationsDriveEconomicRecovery

For communities hit hard by the Covid pandemic, investing in the local destination organization ensures a faster and more robust economic recovery.

Destination promotion is crucial to bringing back the travel and tourism industry—a key driver of local economies. When destinations increase marketing, they outperform their peers. On average, a community gains 1.1% in room revenue growth per year after it creates a tourism improvement district (TID) to increase destination promotion.

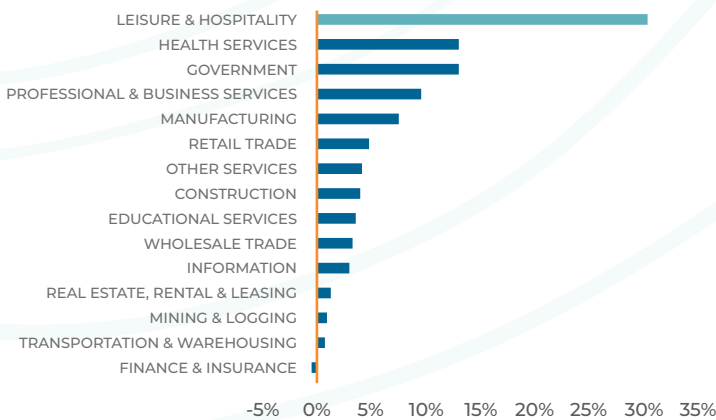
Travel is a key driver of economic growth. In the ten years before 2020, employment in visitor-related industries expanded faster than the broader economy in 85 out of the 100 largest cities in the country.

Top 100 US Metros Employment, 2010-19 growth



Share of total US employment loss by industry

% of all US jobs lost from Feb. 2020-Jul. 2021



Source: BLS

The tourism sector was disproportionately affected by shutdowns over the past year.

More than 30% of all job losses since February 2020 were in the leisure and hospitality sector. The faster we can bring back those jobs, the sooner we can get Americans back to work.

Investing in destination promotion is the surest way to restoring hospitality jobs. Leisure and hospitality accounted for 11% of jobs in America before the pandemic. Getting these people back to work is essential for economic recovery.

The benefits of destination promotion are not limited to the tourism sector.

Destination organizations drives broader economic development in their communities. Destination promotion is a catalyst for economic development:

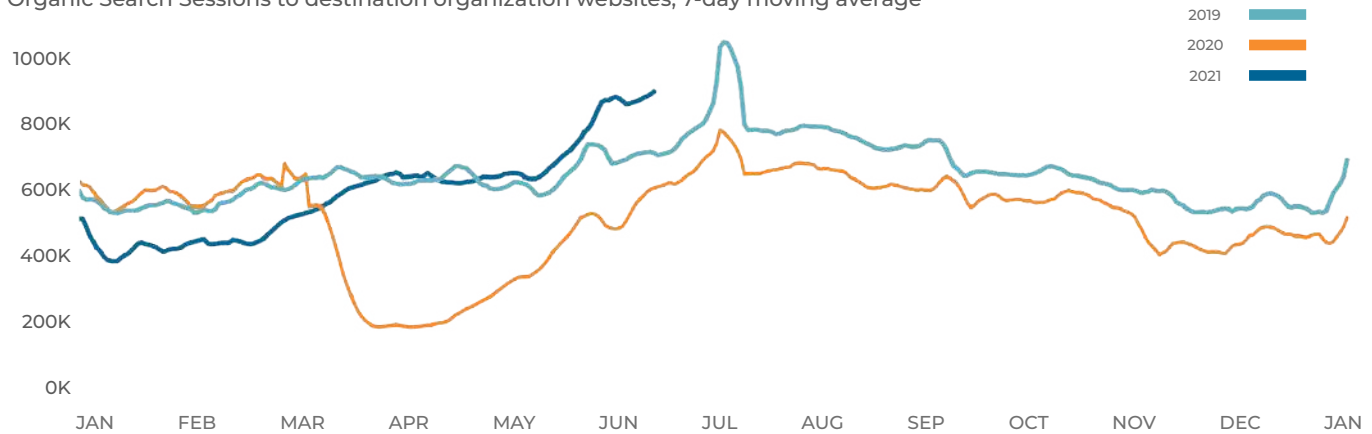
- ▶ Visitors support flights that increase air access to markets and induce local investment
- ▶ The attractions and amenities supported by visitors also make cities more attractive to investors, executives, and site locators
- ▶ Destination marketing raises the profile of a city through branding and positive experiences, increasing exposure and future investments
- ▶ Hosting conventions and trade shows attracts potential investors to a city and facilitates the development of economic clusters



Now is the time to invest in destination promotion. Travelers are ready to hit the road—and start spending money again. Website traffic to destination websites have recovered beyond 2019 levels. Communities must invest in their destination organizations to compete for their share of visitor spending.

Website Traffic

Organic Search Sessions to destination organization websites, 7-day moving average



Source: Simpleview & Tempest (300+ U.S. organizations)

2021 Year In Review



2021 Tourism Saskatoon **Board of Directors**

Thank you, Councillor Dubois & Councillor Gough

Patty Schweighardt – Chair
General Manager at Delta Hotels
by Marriott Saskatoon

Lynn Flury
Director at GlobEx
Management Corp.

Bev Dubois
City Councillor-Ward 9
City of Saskatoon

Darlene Brander
Chief Executive Officer
at Wanuskewin

CJ Dushinski
Vice President, Business
Development and Service Quality
at Saskatoon Airport Authority

Hillary Gough
City Councillor-Ward 2
City of Saskatoon

Hanif Hemani
President, Hemani
Management Group Inc. &
Managing Director at Express
Employment Professionals

Fred Hrehirchuk
General Manager at
TownePlace Suites Saskatoon

Andrea LaFond
Chief Executive Officer
at the Meewasin
Valley Authority

Dan Kemppainen
Chief Financial Officer at
Prairieland Park

Christine Ruys
Office Administrator

Tammy Sweeny
Chief Executive Officer at
TCU Place

2021 - 2022 IMPACTS

- Public Health Restrictions
- Severely Decreased Hotel Occupancy
- Reduced Access to Capital & Limited Liquidity
- Traveller Confidence & COVID Uncertainty
- Social Change
- Climate Change
- Lack of Access & Reduced Transport Connectivity
- Product Degradation
- Labour & Skills Shortage
- Reduced Business Travel
- Accelerated Digitization

2021 RESPONSE

- Reduce expenses to offset expected loss of funding through DMP
- Leverage maximum potential through CERS and CEWS
- Incorporation of Saskatoon Destination Marketing Hotels Inc.
- Maximize external revenue sources
- Launch Business Event Incentive Program with funding received from City of Saskatoon Civic Hospitality Reserve
- Launch Indigenous tourism development project in partnership with Saskatoon Tribal Council
- Initiate Destination wide response to the Truth and Reconciliation Commission's Call to Action's.
- Focus on experience development to maximize federal funding opportunities
- Focused Staycation and Workcation marketing campaign and strategies to drive urgent and last-minute room nights
- Develop destination strategies to maintain relevance
 - 2SLGBTQS+ Strategy & Rainbow Certification
 - Decade of Action Plan Leveraging United Nation Sustainable Development Goals
 - Commitment to Indigenous Tourism Development and TRC Call's To Action
- Digitize Tourism Saskatoon team with external funding

2021 - 2022 Key Market Trends

- Frictionless Travel
- Domestic Travel
- Indigenous Tourism Partnership & Development
- Responsible Travel
- Ascendance of Communities
- Demand for Destination Wide Sustainability & Regenerative Practices
- "Wild for Wilderness"
- Health & Wellbeing
- Affluent Travel Boom & Pent-Up Demand
- Great Resignation & Retirement
- Remote Work & Residential Tourism

Destination Leadership Corporate KPI's

The Highlights



Achieved or exceeded **100 %** of the 126 corporate KPI's in 2021.



Stabilized Tourism Saskatoon with \$1,868,467 of revenue from non traditional sources



Completed internal and external organizational restructure



Indigenous tourism experience development project launched with Saskatoon Tribal Council Nation's

Destination Leadership Corporate KPI's

The Highlights



Decade of Action re: United Nations Sustainable Development Goals Completed



Destination Re-Brand and on track for launch in 2022



Indigenous inclusion partnership initiated with Saskatoon Tribal Council



Initiated and supported the incorporation of Saskatoon Destination Marketing Hotels Inc. & maintained current DMP hotel membership



**SASKATOON
DESTINATION
MARKETING HOTELS**



- The Alt Hotel
- Best Western Blairmore
- Best Western Plus Airport Inn & Suites
- Best Western Plus East Side
- Comfort Inn Saskatoon
- Comfort Suites Saskatoon
- Courtyard Saskatoon Airport
- Dakota Dunes Resort
- Days Inn - Saskatoon by Wyndham
- Delta Hotels by Marriott Bessborough
- Delta Hotels by Marriott Saskatoon
Downtown
- Hilton Garden Inn Saskatoon
Downtown
- Holiday Inn Express & Suites Saskatoon Centre
- Holiday Inn Saskatoon Downtown
- Home Inn and Suites - Saskatoon South
- Park Town Hotel
- Sandman Hotel Saskatoon
- Sandman Signature South Hotel
- Saskatoon Inn & Conference Centre
- Sheraton Cavalier
Super 8 East
- The James
- TownePlace Suites Saskatoon by Marriott
- Travelodge Hotel by Wyndham Saskatoon



BOARD OF DIRECTORS

Shawna Nelson - Chair

Adam Peterson - Vice Chair

Patty Schweighardt

Gary Farstad

Amanda Cisecki

Jesse Tiefenbach

Perry Singh

Vanessa Kosteroski

Discover Partnership

Tourism Saskatoon and the SDMH are the uniting force creating a strong visitor economy for Saskatoon



Connection and community fuel business growth

On behalf of the Tourism Saskatoon team and our partners at Saskatoon Destination Marketing Hotels, I invite you to join this exclusive and dynamic network to innovate and grow with us.

The overall success of Saskatoon economy depends on our continued interdependence and collaboration, to lead a viable path forward for our sector with prosperity, sustainability, regeneration, and purpose. We are on our way to a resilient future and, with our community at the heart of everything we do, our strategically targeted work will drive a culture of high performance and leave a legacy of success. It is an honour to do this work, and I hope that soon - we can do it together.

Steph Clovechok, CEO Tourism Saskatoon

What's in it for you:

Business Development

- Leverage time and money by joining forces with a dynamic network to bid on events, increasing business opportunities and generating bid attraction.
- Direct connection to a vast network of meeting and major event planners, as well as sport organizations from around the world. Our team is an extension of your sales team to bring business opportunities direct to your hotel.
- Exclusive opportunities for your sales teams to travel into market with us, meet prospective clients, and extend your reach around the world.



Marketing & Destination Innovation

- Drive visitors to your rooms by participating in our domestic and international marketing campaigns. These campaigns share Saskatoon's story and reach millions of visitors from around the world.
- With over 700,000 yearly visits, our website drives over 50,000 digital referrals to partners, annually. Increase your exposure on our social media platforms (450,000 impressions in 2021!)
- Have your voice be heard! We engage with local, national, and international media to promote Saskatoon as a destination of choice to visitors around the globe, promoting our partners at every opportunity.



Stewardship & Advocacy

- We are your concierge providing recommendations, advice, and support through exceptional service for your front desk teams.
- Receive vital industry news, marketing, and partnership and networking opportunities.
- We are the bridge between your hotels, the community, and the world. We are proud champions for Truth & Reconciliation, Diversity & Inclusion, and sustainability which carries through all of our work.
- We passionately and strategically advocate on behalf of our partners, liaising with local, provincial, and federal governments to promote the tourism sector and its impact on our economy.



...and so much more!



A little about us

our role

Saskatoon is a destination like no other. A city with a small-town feel, the Bridge City is known for its western hospitality and infectious community spirit. As the official destination management organization for Saskatoon's tourism industry, Tourism Saskatoon has championed the promotion of the city as a destination of choice among travelers for more than 45 years. A strong advocate for the city's ongoing development, Tourism Saskatoon works diligently to ensure Saskatoon is the ultimate host city and welcomes visitors to enjoy its many events, attractions, and shareable experiences year-round. An urban center surrounded by prairie landscapes, Saskatoon's diversity its greatest strength as a travel destination.

our industry

Tourism Saskatoon originated in 1977, 45 years ago this year! We are a membership-based, non-profit visitor and convention bureau that markets Saskatoon and the region as a destination of choice for leisure, sport, and business travel. Our services include convention, sport and major event attraction, media relations, and membership services advocacy. Tourism Saskatoon is one of only a handful of internationally accredited destination marketing organizations in Canada.

our vision

Saskatoon is renowned worldwide as a place to be inspired.

our mission

Drive the economic and social wellbeing of Saskatoon through marketing expertise and innovation.

What's next?

The Onboarding Process:

To learn more about Tourism Saskatoon, the Saskatoon Destination Marketing Hotels (SDMH) or the SDMH Onboarding Process, request a meeting with the Tourism Saskatoon leadership team. In this meeting, we will share the benefits of joining the SDMH and speak to our exciting 2022 business plans and how they may impact your business. We look forward to meeting with you and answering any questions you may have about Tourism Saskatoon or the SDMH.





Hotel Data Analysis (STR)

Key Takeaways

- The overarching theme that can be found is that starting in Q2 2021, we started to see increased demand and increased RevPAR as we headed into the start of summer (May-June). Demand began to rise in Q3 until the end of summer, where we saw occupancy rate rise very close to pre-pandemic levels in the month of August.
- Although Q3 saw greater demand relative to last year, it is anticipated that this demand will decline as summer has now ended and less outdoor events are taking place. From what we can see, this is already occurring as all key indicators fell in the month of September.
- Despite the strong demand and the strong recovery that we have seen, there is still a long way to go before the hotel industry is back to pre-pandemic levels.

Indigenous Tourism Development in Saskatoon

215 Children Awaken Canada & The World

As the storytellers of our destination and as corporations, small businesses, and individuals - we play a vital role in Truth and Reconciliation. Inclusion and partnership with Indigenous people is at the forefront of decisions that are being made and work that is being done - Canada wide. Here in Saskatoon through the visitor economy it will be interwoven and integrated into everything we do.

In May of 2021, our nation began the work to uncover the remains of approximately 1800 buried children (to date) from former Residential School sites. These recovered child remains have awakened the world to Canada's historic truth - purposeful, genocidal, and ongoing mistreatment of Indigenous people in our country.

Ground penetrating radar surveys continue to reveal unmarked graves at former residential school sites and here in Saskatchewan, where the total number of residential schools outpaced every other province and, where the last residential school closed in 1996. The discovery of more children under the ground will continue for the foreseeable future.

As we directly respond to The Truth & Reconciliation Commission's Calls to Action's and the United Nations Declaration of the Rights of Indigenous Peoples; recognizing the urgent need to respect and promote the rights of Indigenous peoples affirmed in treaties, agreements, and other constructive statements:

The Call's to Action directly related to our sector are:

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

91. We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.

In this moment, through storytelling we recognize our role to lead the Nation in Reconciliation through our work, to breathe ambassadorship and good relations into one another, to become it even for a fraction of a second. Because truth requires only an instant from which to grow.

“Unity cannot exist when exclusion is allowed to occur. What brings us together cannot exist in the same time and place as what keeps us apart. You. Me. Everyone. My choice is to be aware of our similarities: our yearning for truth, peace, love, belonging, welcome, grace, mercy, a god of our own understanding and at least one moment of real contact at the heart of every day. Seeing that, I am made more, included, extended and in harmony ... until that moment when I no longer see”.

– Richard Wagamese

Vision and Purpose

Our Journey Together

Vision: Saskatoon is the front door to rich, immersive Indigenous owned and operated tourism experiences in the urban centre of Saskatoon, in the 7 Nations of the Saskatoon Tribal Council and in support of the Kitchiota Indigenous Tourism Corridor Partnership.

Purpose: To transform travellers to Saskatoon and residents as we respond to the TRC's Calls to Action and UNDRIP, prioritizing the development and promotion of Indigenous Tourism in Saskatchewan through Tourism Saskatoon's Experience Development Program.

Saskatoon Tribal Council Partnership Reflecting on 2021

Year 1 of Collaboration

- Stage One Community Development Sessions with 5 of 7 communities
- Concept and development of Pow Wow Tours

Every Child Matters Concert

- Demonstrated the opportunity for Indigenous inclusion in mainstream cultural events
- Deliverable: 8-minute video re-capping the entire event and highlights from interviews of attendees and participants

Canadian Curling Trials

- First of its kind cultural inclusion
- Drew International Attention & Feedback
- Established pride and provided economic opportunity
- Enhanced outcomes to overall event

Rush & Blades Land Acknowledgment Videos

Marketing Communications

2021 Results



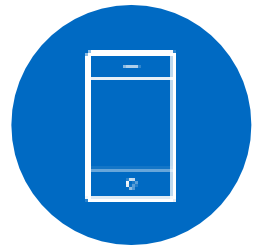
Member Referrals

Listing Clicks – 104,444 (increased by 51% from 2020)
Click-Throughs– 40,695 (increased by 40% from 2020)



Website and Digital Statistics

471,404 visits to Tourism Saskatoon Website - overall increased by 24.09% from 2020



Social Media Engagement

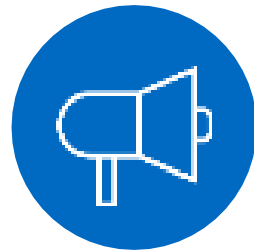
447, 706 Impressions on Our Social Media Platforms



Initiated Resident Sentiment Survey

Completed with 85% positive sentiment results

2021 Local & Earned Media



International Media Marketplaces

Attended 2 Marketplaces – 48 Face to Face Meeting with Target Writers/Publications



Virtual FAM

Hosted 1 virtual FAM with 15 participants



Inclusion in Target Publications

14 articles published in target publications

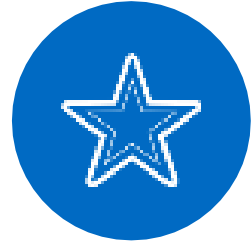


Established strong on-air and local media presence

Hosted 11 media partners on local staycations, completed 22 advocacy interviews, hosted 13 influencers with final content distributed through all platforms.

Destination Innovation

2021 Results



Number of New Experiences Developed

12



Number of Events Incubated

3



Decade of Action Plan Created

Tourism Saskatoon finalized The Decade of Action plan that leverages the United Nations Sustainable Development Goals as a guide for destination wide sustainability and stewardship to be implemented when resources become available

New Saskatoon Experiences Developed in 2021

1. Meewasin – Naughty by Nature – Launched
2. Living Sky Adventures – Balance On The Water – Launched
3. Station Arts- Garden Alchemy – Launched
4. The Local Kitchen – Rooted – Launched
5. Stumbletown – Distillation a Grain to Glass Experience – Launched (private booking only)
6. Black Fox Farm and Distillery – Whiskey Experience – Launched January!
7. Tavern Tours - Peddle Pub – Launched
8. Farm One Forty – Farm Tours – Launched (private booking only)
9. Bessborough – Patio Domes - Launched
10. Seager Wheeler – Bread making – Developed and piloting in summer 2022
11. Picaro – Family Style Tacomaking – Developed and piloting in 2022
12. Wanuskewin – Dry Meat Experience – Piloting spring 2022

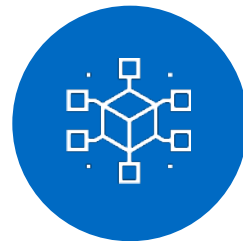
Visitor & Member Engagement

2021 Results



SDMH Incorporation & Stewardship Lead Position Created

The successful incorporation of SDMH Inc has increased partnership alignment and communication between Tourism Saskatoon and SDMH partner hotels



Increased Membership 5%

349 (2020) to 367 (2021)



Increased Visitor Services 44%

354 (2020) to 511 (2021)

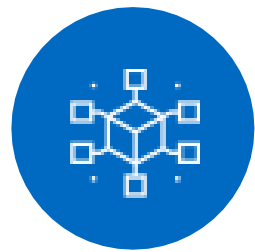
National & International Business Events

2021 Results



Bids Submitted

31 total bids



Bids Converted to Room Nights

19 bids turned definite and 15,183 room nights



Request for Proposal's Received

25



Confirmed Incentive Program

Leveraging City of Saskatoon Civic Hospitality Reserve

Introducing the Legacy Project

Meetings transform — relationships, ideas, research, and economies. They can be life-changing.

Meetings are the catalyst to getting things done. To making a mark.

To leaving a legacy.



Saskatoon is a great city, filled with culture, community, and diversity.

The Legacy Project was born to enhance these attributes by onboarding community members as Legacy Builders to support the successful acquisition of sport and business events for Saskatoon.



The Destination Canada Business Events

Saskatoon's "Sectors of Strength"

Technology



Technologies

Life Sciences



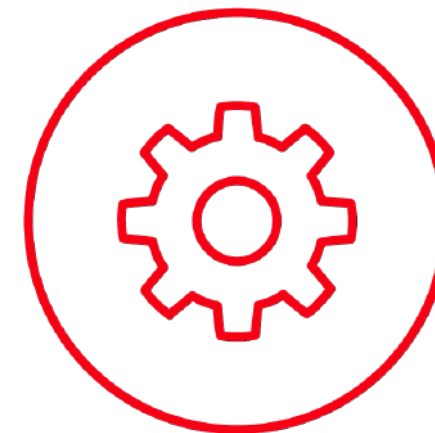
***Sciences
de la vie***

**Natural
Resources**



***Ressources
naturelles***

**Advanced
Manufacturing**



***Fabrication
de pointe***

Agribusiness



Agroentreprise

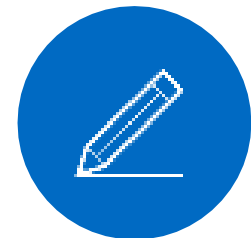
**Finance &
Insurance**



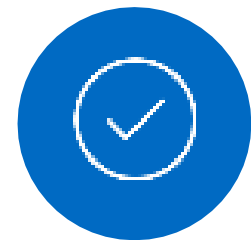
***Finance et
assurance***

Sport Tourism & Major Events

2021 Results



Bids Submitted
11 total bids



Bids Secured
9 bids



Request for Proposal's Received
Definite Room Nights: 7,131

THANK YOU SASKATOON SPORT TOURISM BOARD of DIRECTORS & INVESTING PARTNERS

Board Members

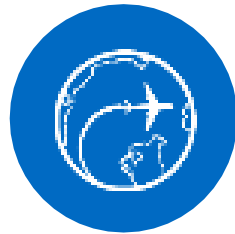
- Rodney Antonichuk
- Scott Ford
- Michael Jenkins
- Jody Hauta
- Vanessa Kosteroski
- Christine Ruys
- Gary Daniels
- Warren Proctor
- Steve Chisholm
- Blair Davidson
- Bob Fawcett
- Jonathan Huntington
- Todd Peterson
- Kara Lackie
- Michael Linklater
- Dustin Anderson

Investing Partners

- SaskTel Centre
- City of Saskatoon
- SIGA / Dakota Dunes Development Corp.
- Sask Sport Inc.
- Huskie Athletics

Travel Trade

Travel Trade 2021 Results



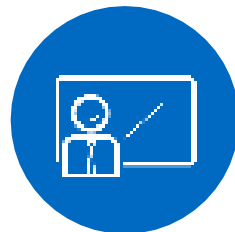
Attended Marketplaces and Tradeshows

68 meetings with tour operators and travel agents



Travel Agents Trained

73 agents provided with destination wide training



Tour Operators With New Saskatoon Itineraries

Jonveiw: Saskatoon & Alberta itinerary, added Wheatland Express & Dakota Dunes Resort

Argus Resisen: Added Saskatoon landing page and created new itinerary

Wexas: Added 2 hotels to itinerary and created Saskatoon landing page in online brochure with a dedicated landing page For the Delta Bessborough

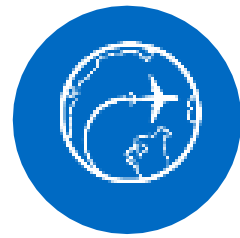


2 Tour Operator FAMs Hosted

“Travel With Bradley” inaugural tour to Saskatoon

- **Metrics** 1 Tour 12 Pax
36 Nights

2021 Results



Anderson Vacations Itineraries

Saskatoon is featured in 9 NEW itineraries for sale throughout Canada in USA for 2022



3 Day Saskatoon City Stay

Tour Code: 3SCS
Places Visited: Saskatoon
AVAILABLE ALL YEAR

From CAD \$229 / Person
[View Itinerary & Details](#)



4 Day Discover the Heart of Canada - Saskatoon City Stay

Tour Code: 4DSCS
Places Visited: Saskatoon
AVAILABLE ALL YEAR

Call for pricing
[View Itinerary & Details](#)



5 Day Saskatoon & The Heart of Canada In Wintertime

Tour Code: 5DSK
Places Visited: Marston Springs, Saskatoon
JAN FEB MAR APR MAY OCT
NOV DEC

From CAD \$549 / Person
[View Itinerary & Details](#)



5 Day Hidden Gems of Edmonton and Saskatoon

Tour Code: 5HGE
Places Visited: Edmonton, Saskatoon
APR MAY JUN JUL AUG SEP

From CAD \$1,370 / Person
[View Itinerary & Details](#)



6 Day Saskatoon to Winnipeg - A Heart of Canada Experience by Rail and Road

Tour Code: 6STW
Places Visited: Saskatoon, Winnipeg
AVAILABLE ALL YEAR

From CAD \$960 / Person
[View Itinerary & Details](#)



8 Day Canadian Heartland: Exploring Historic Saskatchewan & Alberta

Tour Code: 8BSK
Places Visited: Calgary, Medicine Hat, Regina, Saskatoon
JUN SEP

From CAD \$2,965 / Person
[View Itinerary & Details](#)



11 Day Across Canada from Calgary to Toronto

Tour Code: 11ACT
Places Visited: Calgary, Regina, Saskatoon, South St. Marie, Thunder Bay, Toronto, Winnipeg
SEP

From CAD \$3,490 / Person
[View Itinerary & Details](#)

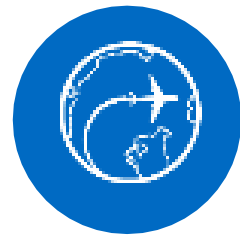


15 Days Across Canada from Vancouver to Toronto

Tour Code: 15ACT
Places Visited: Banff, Calgary, Kelowna, Regina, Saskatoon, South St. Marie, Thunder Bay, Toronto
SEP

From CAD \$5,535 / Person
[View Itinerary & Details](#)

2021 Results



Saskatoon Experiences Enhance New Themed Itineraries

The development work of Destination Innovation has fueled the creation of new themed itineraries that are inspiring trade and business event clients to book tours and business events in Saskatoon. These itineraries will also support pre and post event stays.

Jeffrey Fehr
Travel Trade Specialist
Tourism Saskatoon



Jeffrey@tourismsaskatoon.com 306-281-6741



Saskatoon- Fields & Foodies

Calling all outdoorsy foodies! This 3-day itinerary is the perfect mixture of natural beauty and unique culinary experiences. Experience modern, Indigenous cuisine over breathtaking views. Hear the stories of local farmers and producers set amidst prairie fields and wide-open skies. Connect with nature in the heart of the urban core. Food and drink blend themselves into everything we do and it is who we are to our core. We cant wait to show your clients culinary excellence connected by nature.

Wherever you hail from, you'll feel the specialness of this land. Saskatoon is built on Treaty 6 Territory and The Homeland of The Métis. A traditional meeting ground, gathering place and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene, and Nakota Sioux, this land is sacred. We give thanks for our opportunity to thrive on these traditional lands and know that you will feel at home here, too.

Jeffrey Fehr
Travel Trade Specialist
Tourism Saskatoon



Jeffrey@tourismsaskatoon.com 306-281-6741



Best of Saskatoon- 5 Days

This 5 day itinerary is the very best that Saskatoon has to offer. Saskatoon is the perfect mix of natural beauty and urban amenities. Hike along the winding river and then visit the world's largest collection of Picasso linocuts. Spot iconic Canadian wildlife and then feel alive at one of the city's many festivals. From Indigenous history to modern art, prairie fresh ingredients to contemporary cuisine, kilometres (and kilometers!) of riverside trails to storied city streets, your clients will soon find out why Saskatoon is Canadas best kept secret.



TOURISM SASKATOON SDG STRATEGY

VISION: Saskatoon is renowned worldwide as a place to be inspired

MISSION: Drive the economic and social well-being of Saskatoon through marketing expertise & innovation



INNOVATIVE | INSPIRATIONAL | AUTHENTIC | EMPOWERING | COLLABORATIVE



OUR APPROACH

Tourism Saskatoon is committed to ensuring the long-term success of Saskatoon’s people through a regenerative approach to tourism. This means giving back more than we take and fostering community-wide action to ensure no one is left behind. Using the UN Sustainable Development Goals as a framework, Tourism Saskatoon will work to ensure the residents of our city are thriving, careers in tourism are meaningful, equitable and plentiful and our resources are restored for generations to come. We will do this starting by addressing our own internal operations and leading by example. We will develop best practices and share the knowledge we collect. And finally, we will convene a task force to facilitate partnerships and connect our community around a common vision for Saskatoon.

FOR OUR PEOPLE: The residents of our city are thriving.

FOR OUR ECONOMY: Careers in tourism are meaningful, equitable and plentiful.

FOR OUR FUTURE: The environment is protected for generations to come.

INSPIRE

Lead by Example

EMPOWER

Share Knowledge &
Best Practices

CONNECT

Facilitate Partnerships

OUR 2030 GOALS

FOR OUR PEOPLE: The residents of our city are thriving.



- 100% of our culinary experiences feature regenerative practices
- 50% of events hosted in Saskatoon directly contribute to eliminating food insecurity
- 80% of tourism employees feel confident in their access to affordable and quality nutrition

- 100% of tourism businesses provide supplementary benefits for all fulltime and parttime employees
- 100% of tourism businesses provide mental health coverage for all fulltime and parttime employees
- 100% of tourism businesses have wellness programs (quarterly health-focused events)

FOR OUR ECONOMY: Careers in tourism are meaningful, equitable and plentiful.



- 100% of tourism businesses provide a living wage to employees (\$16.77)
- 80% of tourism employees feel secure in their finances (have businesses ask in annual reviews)
- Indigenous Tourism experiences (or Indigenous-run tourism businesses) have increased from 2 to 20
 - 10 by 2026

- 100% of tourism businesses with Justice/Equity/Diversity/Inclusion (JEDI) Programs
- Diversity of tourism businesses (ownership/leadership/employees) = diversity of Saskatoon
- Pay gap is eliminated (2SLGBTQ, BIPOC, Women, Seniors, Newcomers)

FOR OUR FUTURE: The environment is protected for generations to come



- 100% of tourism businesses are powered with renewable or clean energy (Directly or indirectly through Bullfrog Power)
- 75% of tourism transportation options are low or zero-emissions

- 75% of hotels are Green Key certified to 4 or 5 Green Keys
 - 50% by 2025 (currently at ~15%)
- 100% of tourism businesses have a responsible procurement policy featuring local suppliers, purchasing from underrepresented groups (2SLGBTQ, BIPOC, etc.), and environmentally responsible purchases
- 100% of tourism businesses have achieved zero waste (90% or higher waste diversion rate)

- 75% of tourism businesses are measuring and reporting their GHG Inventories (carbon footprints) and have set reduction targets
- 100% of events hosted in partnership with Tourism Saskatoon are carbon neutral
- Tourism Saskatoon to achieve carbon neutrality by 2025

Task Force

Achieving the goals outlined in this strategy will take a collaborative approach from the community. Tourism Saskatoon has committed to putting together a task force that will prioritize and address these initiatives over the coming years.

Potential participants

- City of Saskatoon (Hilary Carlson)
- University of Saskatoon (Erin Akins)
- Wheatland Express (Ashlyn Weninger)
- New invite: Saskatchewan Polytechnic: School of Hospitality & Tourism
- Black Fox Farm and Distillery (Barb Stefanyshyn-Cote, depending on time commitment)
- Delta Bessborough (Jason Clark)
- Meewasin (Magel Sutherland)
- Tourism Saskatchewan (Darcy Acton)
- Saskmade Marketplace (Julie Gryba)
- Saskatoon Food Council (Gord Enns)

Key Actions

FOR OUR PEOPLE: The residents of our city are thriving



- 100% of our culinary experiences feature regenerative practices
- 50% of events hosted in Saskatoon directly contribute to eliminating food insecurity
- 80% of tourism employees feel confident in their access to affordable and quality nutrition

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Annual nutritional workshops and counselling provided - Health (plant rich) snacks are provided for staff - Staff garden, garden kits provided to staff 	<ul style="list-style-type: none"> - Best practices on internal changes businesses can make to support SDG 2, Zero Hunger is available - List of preferred, values aligned, caterers, restaurants, educators 	<ul style="list-style-type: none"> - Saskatoon Food Council - Meewasin - Saskatoon Cycles - Canada Food Waste Reduction Challenge Partnership City of Saskatoon (see city initiatives appendix 1)
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	<p>and vendors highlighted on our website</p> <ul style="list-style-type: none"> - Share tools and resources to create a Food Eco District 	
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- 100% of tourism businesses provide supplementary benefits for all fulltime and parttime employees
- 100% of tourism businesses provide mental health coverage for all fulltime and parttime employees
- 100% of tourism businesses have wellness programs (quarterly health-focused events)

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Occupational, health, safety and wellness committee - Monthly experiences (yoga/meditation/nutritional education) - Supplementary Benefits & Mental Health Coverage 	<ul style="list-style-type: none"> - Share options for affordable/scalable benefits and Employee Assistance Programs (EAP) - List of activities and preferred educators available on website 	<ul style="list-style-type: none"> - Insurance providers - EAP Providers - Wellness events/professionals
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Story to highlight: Take Care Initiative at the Delta – launching in June. Relaxation room in every hotel

FOR OUR ECONOMY: Careers in tourism are meaningful, equitable and plentiful.



- 100% of tourism businesses provide a living wage to employees (\$16.77)
- 80% of tourism employees feel secure in their finances (have businesses ask in annual reviews)
- Indigenous Tourism experiences (or Indigenous-run tourism businesses) have increased from 2 to 20

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Tourism Saskatoon employees receive financial education and have access to financial consultants – Track results - Ensure all Tourism Saskatoon employees are paid living wage 	<ul style="list-style-type: none"> - Assist partners with financial education and advisor options and tools to track results. - Prioritize/celebrate partners who pay living wage - Share best practices on equitable hiring - Increase access to education (address why fewer Indigenous hires early in the chain) 	<ul style="list-style-type: none"> - Financial Advisors - Indigenous Tourism Coordinator - Support Meewasin in developing paid tourism products (include Indigenous partner) - Public Employees Benefits Agency (Pension Plans) - Saskatoon Tribal Council memorandum of agreement to promote and support the development of Indigenous businesses and partnerships
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- 100% of tourism businesses with Justice/Equity/Diversity/Inclusion (JEDI) Programs
- Diversity of tourism businesses (ownership/leadership/employees) = diversity of Saskatoon
- Pay gap is eliminated (2SLGBTQ, BIPOC, Women, Seniors, Newcomers)

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Develop Tourism Saskatoon Justice, Equity, Diversity & Inclusion (JEDI) Strategy - Standardized pay for all positions - Track diversity of ownership/leadership and 	<ul style="list-style-type: none"> - Share options for JEDI training activities and educators (shift to mandatory by 2030) - Showcase Indigenous owned businesses (listing on website) 	<ul style="list-style-type: none"> - Saskatchewan Chamber of Commerce (Engagement Charter) - DEED - Combined Business Group - Destination Leadership Coalition
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<p>employees (partner with chamber?)</p> <ul style="list-style-type: none"> - Implement destination wide LGBTQ2S+ strategy - Implement destination wide response to TRC Calls to Action <ul style="list-style-type: none"> o 	<ul style="list-style-type: none"> - Share best practices on standardizing pay - Create an equity toolkit similar to that of the City of Saskatoon - Provide list of places to post jobs to increase diversity - Implement and launch "Guide to Good Relations" - 	<ul style="list-style-type: none"> - HR consultant - Saskatchewan Disabilities - Saskatoon Tribal Council - Open Door Society (Newcomers) - Prince's Trust (Boys & Girls Club, at risk youth)
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Resources

- City of Saskatoon Equity Toolkit → use to create an equity framework for tourism businesses
- [Saskatoon Tribal Council for Hiring Indigenous](#)
- Office of the Treaty Commissioner ([FN education/sensitivity programs](#))
- [University of Saskatoon Career Link](#)
- University of Saskatoon re/2SLGBTQ workshops for staff and Ally Training

FOR OUR FUTURE: Resources are restored for generations to come



- 100% of tourism businesses are powered with renewable or clean energy (Directly or indirectly through Bullfrog Power)
- 75% of tourism transportation options are low or zero-emissions

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Participate in/contribute to regional planning design and decisions towards sustainable development - Set internal goals for measuring and reducing energy and water use - Switch to renewable or clean energy - Promote low-emissions transportation by providing free or subsidized transit passes 	<ul style="list-style-type: none"> - Engage and invite partners to contribute to regional planning design and decisions towards sustainable development. - Share best practices for tourism businesses to switch to renewable or clean energy - Promote low-emissions transportation options to partners - Promote use of native vegetation to replace invasive species 	<ul style="list-style-type: none"> - Bullfrog Power? - Work with the City of Saskatoon to connect with tourism businesses on their water conservation strategy, green strategy and renewable energy strategy - Provide input to the City of Saskatoon on their Plan for Growth (specifically around transportation for visitors)
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- 75% of hotels are Green Key certified to 4 or 5 Green Keys
 - 50% by 2025 (currently at ~15%)
- 100% of tourism businesses have a responsible procurement policy featuring local suppliers, purchasing from underrepresented groups (2SLGBTQ, BIPOC, etc.), and environmentally responsible purchases
- 100% of tourism businesses have achieved zero waste (90% or higher waste diversion rate)

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Update purchasing policy to feature local suppliers, environmentally responsible purchases, and purchases from underrepresented groups (2SLGBTQ, BIPOC, etc.) 	<ul style="list-style-type: none"> - Revamp the Green Stem program or replace with Green Key - Share responsible procurement and purchasing policy best practices to partners 	<ul style="list-style-type: none"> - Saskatchewan Chamber of Commerce Local Link - Green Key (circular economy hotel partnerships) - City of Saskatoon has a 70% diversion target. Work with CS to
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<ul style="list-style-type: none"> - Set internal goals for measuring and reducing waste (link to waste audit tool below) - Purchasing policy also led by the circular economy model (i.e. avoid single use items) 	<ul style="list-style-type: none"> - Create local supplier list (highlighting Indigenous suppliers) - Develop supplier criteria evaluation and share with members (Wheatland Express) 	<p>incorporate visitors into future strategies.</p>
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Resources

- [Procurement Strategy for Indigenous Businesses from U Sask.](#)
- <https://www.project-zero.ca/waste-audits>



- 75% of tourism businesses are measuring and reporting their GHG Inventories (carbon footprints) and have set reduction targets
- 100% of events hosted in partnership with Tourism Saskatoon are carbon neutral
- Tourism Saskatoon to achieve carbon neutrality by 2025

INSPIRE: Lead by example

EMPOWER: Share Knowledge & Best Practices

CONNECT: Facilitate Partnerships

<ul style="list-style-type: none"> - Set internal timeline to measure and set GHG reduction targets (Achieve Carbon Neutrality by 2025) - Develop event carbon footprint calculator (Synergy can help) 	<ul style="list-style-type: none"> - Host experts and teach members about GHG management and setting science-based targets - Share tools and resources for partners to measure, reduce and offset their GHG emissions. 	<ul style="list-style-type: none"> - Work with Meewasin to offset carbon footprint
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Resources

- [Climate Action 101 – Carbon Management for Tourism Webinars](#)

Appendix 1

City of Saskatoon initiatives:

3.1: Update policies to improve urban agriculture outcomes and community or regional partnerships.

3.2: Work with partners to develop a comprehensive food strategy, including implementation of the Saskatoon Regional Food System Assessment and Action Plan.

3.3: Work with and support partners to incorporate food and fruit production or traditional food systems into high priority urban areas.

3.4: Identify potential sites and partners to develop a food forest pilot project.

Research Junction funded research project nearing completion: Promising Practices in Food Reclamation that will provide recommendations to encourage donating surplus food that otherwise would be landfilled or composted to charitable organizations.

Health Yards program promotes sustainable smaller food growing practices at home; Boulevard Garden program expansion in progress (pending funding approval).

Financial Statements of

**SASKATOON VISITOR &
CONVENTION BUREAU INC.**

And Independent Auditors' Report Communication
thereon

Year ended December 31, 2021



KPMG LLP
500-475 2nd Avenue South
Saskatoon Saskatchewan S7K 1P4
Canada
Tel (306) 934-6200
Fax (306) 934-6233

INDEPENDENT AUDITORS' REPORT

To the Members

Opinion

We have audited the financial statements of Saskatoon Visitor & Convention Bureau Inc. (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian Accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditors’ Responsibilities for the Audit of the Financial Statements***” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants
Saskatoon, Canada
March 8, 2022

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash	\$ 1,797,558	\$ 836,913
Restricted cash and investments (note 11)	946,395	329,970
Accounts receivable - Destination Marketing Program (note 11)	301,635	192,450
Accounts receivable	22,172	166,723
Prepaid expenses and deposits	25,651	15,356
Short-term investments	68,358	645,854
Inventories	9,177	5,318
	<u>3,170,946</u>	<u>2,192,584</u>
Property and equipment (note 3)	51,315	54,222
	<u>\$ 3,222,261</u>	<u>\$ 2,246,806</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 157,451	\$ 183,071
Deferred contributions (note 5)	1,248,030	1,002,529
	<u>1,405,481</u>	<u>1,185,600</u>
Canada Emergency Business Account loan (note 6)	40,000	30,000
Deferred contributions for property and equipment (note 7)	253,331	233,832
	<u>293,331</u>	<u>263,832</u>
Net assets:		
Operating surplus	1,403,374	797,355
Sports tourism reserve	120,050	-
Equity in property and equipment	25	19
	<u>1,523,449</u>	<u>797,374</u>
Commitments (note 8)		
	<u>\$ 3,222,261</u>	<u>\$ 2,246,806</u>

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Western Economic Development	\$ 1,197,164	\$ 247,484
Partnership projects and sales (note 9)	974,995	1,171,768
City of Saskatoon	523,800	518,800
Tourism Saskatchewan	379,816	148,684
Canada Emergency Wage Subsidy	291,487	303,371
Membership	80,285	69,479
Canada Emergency Rent Subsidy	54,898	-
Amortization of deferred contributions	16,191	18,433
In-kind revenue	3,990	-
City of Saskatoon - COVID relief	-	145,000
Canada Emergency Business Account	-	10,000
	<u>3,522,626</u>	<u>2,633,019</u>
Expenses:		
Leisure, travel and convention marketing	2,749,204	2,080,953
Membership services	88,425	114,788
Visitor services	74,982	117,943
In-kind expenses	3,990	-
	<u>2,916,601</u>	<u>2,313,684</u>
Excess of revenue over expenses before the undernoted	606,025	319,335
Contribution from Saskatoon Sports Tourism Inc.(Note13)	120,050	-
Excess of revenue over expenses	<u>\$ 726,075</u>	<u>\$ 319,335</u>

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Changes in Net Assets

Year ended December 31, 2021, with comparative information for 2020

	Operating surplus	Sports tourism reserve	Equity in property and equipment	Total 2021	Total 2020
Balance, beginning of year	\$ 797,355	\$ -	\$ 19	\$ 797,374	\$ 478,039
Excess of revenue over expenses	606,019	120,050	6	726,075	319,335
Purchase of property and equipment	(13,290)	-	13,290	-	-
Allocation of deferred contributions	13,290	-	(13,290)	-	-
Balance, end of year	\$ 1,403,374	\$ 120,050	\$ 25	\$ 1,523,449	\$ 797,374

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash flows from (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 726,075	\$ 319,335
Items not involving cash:		
Amortization of property and equipment	16,197	18,438
Amortization of deferred contributions	(16,191)	(18,433)
Government assistance - forgiveness of loan	(10,000)	(10,000)
Short term investments received from Saskatoon Sports Tourism (note 13)	(68,358)	-
Accounts receivable assumed from Saskatoon Sport Tourism (note 13)	(14,256)	-
Accounts payable assumed from Saskatoon Sport Tourism (note 13)	9,439	-
	<u>642,906</u>	<u>309,340</u>
Change in non-cash operating working capital:		
Accounts receivable	158,807	(128,486)
Accounts receivable - Destination Marketing Program	(109,185)	198,515
Inventories	(3,859)	2,011
Prepaid expenses and deposits	(10,295)	155,376
Accounts payable and accrued liabilities	(35,059)	(75,229)
Deferred contributions	245,501	333,105
	<u>888,816</u>	<u>794,632</u>
Financing activities:		
Proceeds on issuance of long-term debt	20,000	40,000
Investing activities:		
Purchase of property and equipment	(13,290)	(9,740)
Purchase of investments	645,854	(13,237)
Deferred contributions for property and equipment (note 7)	35,690	22,800
Restricted cash and investments	(616,425)	(51,511)
	<u>51,829</u>	<u>(51,688)</u>
Increase in cash position	960,645	782,944
Cash, beginning of year	836,913	53,969
Cash, end of year	<u>\$ 1,797,558</u>	<u>\$ 836,913</u>

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements

Year ended December 31, 2021

General:

Saskatoon Visitor and Convention Bureau Inc. (the "Bureau") is incorporated under the *Non-Profit Corporations Act of Saskatchewan* and operates as Tourism Saskatoon with a mission to realize economic benefits for Saskatoon through tourism. The Bureau is not liable for federal or provincial income taxes under the Income Tax Act (Canada).

1. Economic dependence and COVID-19:

Ongoing operation of the Bureau is dependent on continuing support of the City of Saskatoon, the Destination Marketing Program, and the membership of the Bureau.

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus.

The outbreak of COVID-19 has reduced travel and adversely affected the hospitality industry in general. The extent to which the Bureau may be affected by the coronavirus will largely depend on future developments which cannot be accurately predicted, and its impact on travel, including the duration of the outbreak, the continued spread and treatment of the coronavirus, and new information and developments that may emerge concerning the severity of the coronavirus and the actions to contain the coronavirus or treat its impact, among others. To the extent that travel activity in Saskatchewan and Canada is materially and adversely affected by the coronavirus, financial results of the hospitality industry, and thus the Bureau's financial results, could be materially and adversely impacted.

The current challenging economic climate may lead to adverse changes in cash flows, working capital levels and/or debt balances, which may also have a direct impact on the operating results and financial position of the Bureau in the future. In the current period, \$346,385 (2020 — \$633,621) has been recognized in COVID relief revenue of which \$nil (2020 — \$281,136) of deferred contributions related to COVID relief will be utilized in the following fiscal year. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Bureau is not known at this time.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-For-Profit Standards in Part III of the CICA Handbook.

(a) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Areas that require significant management estimates include the valuations of accounts receivable and the useful lives of property and equipment. Actual results could differ from these estimates.

(b) Cash:

Cash consists of cash and cash equivalents with an initial term to maturity of three months or less.

Restricted cash and investments consists of cash received from Destination Marketing Program contributions where the cash received is restricted for purposes of the related agreement for expenditure of the funds received. The Bureau may invest cash received from Destination Marketing Program contributions in short-term investments bearing interest.

(c) Financial instruments:

Financial assets and liabilities, including cash, restricted cash and investments, accounts receivable, accounts receivable – Destination Marketing Program, investments, and accounts payable and accrued liabilities and Canada Emergency Business Account ("CEBA") loan are initially recognized at fair value and their subsequent measurement is recorded at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies (continued):

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Bureau determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Bureau expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(d) Property and equipment:

Property and equipment are stated at cost. Amortization is provided over the estimated useful lives of the assets using the following methods and annual rates:

Property and equipment	Method	Rate
Furnishings and equipment	Declining balance	20%-40%
E-Commerce	Declining balance	30%
Leasehold improvements	Straight-line	10%

(e) Net assets:

The Bureau segregates net assets between operating surplus and equity in property and equipment.

Operating surplus represents amounts available for ongoing operation of the Bureau.

Equity in property and equipment represents property and equipment less unamortized capital contributions used to purchase property and equipment.

(f) Inventories:

Inventories of promotional items and various publications for resale are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(g) Revenue recognition:

The Bureau recognizes revenue from grants and the Destination Marketing Program as earned based on the terms of the agreements. Membership revenue is recognized when received. Revenue from fees, contracts and items for resale are recognized when the services are provided or the goods are sold.

The Bureau recognizes revenue and expenses for contributed products and services that would otherwise have been purchased by the Bureau, at the estimated value of such products and services. The current year's membership revenue includes \$3,990 of in-kind memberships (2020 — \$nil).

Revenue received for externally restricted projects where the related costs will be incurred in future periods is deferred on the statement of financial position. These revenues will be recorded on the statement of operations in the period when the related costs are incurred.

(h) Allocation of general administration expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain costs by identifying the appropriate basis of allocation and applying that basis consistently each year. Administration expenses are allocated based on estimates of staff activities and resource usage.

Administration expenses of \$689,122 (2020 — \$690,722) have been allocated as follows:

	2021	2020
Leisure, travel and convention marketing	\$ 551,296	\$ 552,578
Visitor services	68,913	69,072
Membership services	68,913	69,072
	<u>\$ 689,122</u>	<u>\$ 690,722</u>

(i) Government assistance:

Government assistance related to current expenses and revenue is included in the determination of excess of revenue over expenses for the year ended December 31, 2021.

Forgivable loans are included in the determination of excess of revenue over expenses in the period the loan is received.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

3. Property and equipment:

			2021	2020
	Cost	Accumulated amortization	Net book value	Net book value
Furnishings and equipment	\$ 423,675	\$ 391,860	\$ 31,815	\$ 26,879
E-Commerce	439,738	420,598	19,140	27,343
Leasehold improvements	230,675	230,315	360	-
	<u>\$ 1,094,088</u>	<u>\$ 1,042,773</u>	<u>\$ 51,315</u>	<u>\$ 54,222</u>

4. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$29,515 (2020 — \$1,028), which includes amounts payable for GST and PST.

5. Deferred contributions:

The Bureau receives operational and special project funding that has been deferred and will be recognized as revenue on the statement of operations in the year to which the funding relates. All deferred contributions are anticipated to be utilized in the next fiscal year. Deferred contributions are comprised of funding from the following sources:

	2021	2020
Destination Marketing Program (note 11)	\$ 1,248,030	\$ 522,420
Tourism Saskatchewan	-	281,316
City of Saskatoon	-	198,793
	<u>\$ 1,248,030</u>	<u>\$ 1,002,529</u>

Restricted cash and investments of \$946,395 (2020 - \$329,970) relates to deferred contributions from Destination Marketing Program (see note 11).

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

6. Canada Emergency Business Account loan:

The Saskatoon Visitor & Convention Bureau Canada Emergency Business Account (CEBA) loan, advanced as for a maximum of \$60,000 (2020 - \$40,000) repayable in full by December 31, 2025. On December 31, 2023 if 75% of the original principal amount has been repaid, provided such repayment was not required due to an Event of Default, the remaining portion of the principal amount will be forgiven \$20,000 (2020 - \$10,000). Any portion not repaid by December 31, 2023 will accrue interest at a rate of 5.00% per annum on the outstanding balance with interest accruing daily.

	2021	2020
Canada Emergency Business Account	\$ 40,000	\$ 30,000
	\$ 40,000	\$ 30,000

7. Deferred contributions for property and equipment:

Deferred contributions for property and equipment is comprised of the unamortized contributions used to purchase property and equipment and the contributions that have not yet been used to purchase property and equipment. The amortization of these deferred contributions is recorded as revenue in the statement of operations.

	2021	2020
Balance, beginning of year	\$ 233,832	\$ 229,465
Additional contributions received:		
City of Saskatoon	22,800	22,800
Western Economic Development	12,890	-
Less amounts amortized to revenue	(16,191)	(18,433)
	\$ 253,331	\$ 233,832

The balance of unamortized capital contributions and unspent contributions related to property and equipment consists of the following:

	2021	2020
Unamortized capital contributions used to purchase assets	\$ 51,302	\$ 54,203
Unspent contributions	202,029	179,629
	\$ 253,331	\$ 233,832

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

8. Commitments:

The Bureau is committed to marketing support bids through the fiscal year 2025 and future and leases office equipment and office space under long-term operating leases which expire in the fiscal years through 2022 and 2023 respectively.

Future payments are estimated as follows:

	Marketing support bids	Office space	Equipment	Total
2022	\$ 204,000	\$ 105,401	\$ 270	\$ 309,671
2023	33,500	70,915	-	104,415
2024	150,000	-	-	150,000
2025 and future years	157,000	-	-	157,000
	\$ 544,500	\$ 176,316	\$ 270	\$ 721,086

Each year on behalf of the Saskatoon Hotel Association through the Destination Marketing Program the Bureau provides funding for marketing support bids. Commitments with respect to these marketing support bids are described above.

9. Partnership projects and sales:

	2021	2020
Saskatoon Hotel Association	\$ 851,922	\$ 1,112,902
Member events, sales missions, advertising and other	58,547	44,126
City of Saskatoon - Winter Animation	62,143	12,857
Sales of specialty items and maps	2,383	1,883
	\$ 974,995	\$ 1,171,768

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

10. Financial risks and concentration of credit risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Bureau will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Bureau manages its liquidity risk by monitoring its operating requirements. The Bureau prepares budgets to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from 2020.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Bureau is exposed to credit risk with respect to accounts receivable, short-term investments and restricted cash and investments. The Bureau assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. Credit risk related to cash, restricted cash and investments and short-term investments is minimized by dealing with financial institutions that have strong credit ratings. There has been no change to the risk exposure from 2020.

(c) Interest rate risk:

The Bureau is exposed to interest rate risk arising from fluctuation in interest rates on amounts invested in interest bearing accounts and short term investments. There has been no change to the risk exposure from 2020.

(d) Fair value:

The carrying value of the Organization's financial assets and liabilities, including cash, restricted cash, accounts receivable, accounts receivable – Destination Marketing Program and accounts payable and accrued liabilities approximate fair value due to the short-term maturity of these items.

Short-term investments are comprised of GICs which are carried at amortized cost on the statement of financial position. The fair value of investments is approximately equal to their carrying value. Due to recent negotiation of CEBA loan fair value approximates carrying value.

11. Destination Marketing Program Contributions:

The Bureau has signed an agreement with Saskatoon Destination Marketing Hotels Inc. for the period January 1, 2020 to December 31, 2022 to increase total overnight visitation and expenditures in Saskatoon. Funding available and current expenditures for each of the years ended December 31, 2021 and 2020 are as follows:

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

11. Destination Marketing Program Contributions (continued):

	2021	2020
Funding:		
Destination Marketing Program	\$ 1,661,636	\$ 1,047,450
Expenditures:		
Salaries and benefits	319,906	405,658
Web marketing	128,159	96,086
Traditional advertising	86,752	18,074
Sport and major events	74,830	-
Meetings	61,035	198,158
Administrative	46,994	48,955
Business plan development	43,048	128,989
Memberships	36,104	32,597
International market	25,550	47,089
Other market	18,091	21,611
Familiarization tours	17,141	13,066
Initiatives	16,212	10,064
Travel media promotions	15,632	40,314
Marketing	13,497	13,869
Research	11,903	10,988
Saskatchewan Association of Travel Writers	9,176	4,607
Saskatoon Sports Tourism Inc.	6,327	45,359
Printing	5,278	16,018
Travel trade Rendez-vous Canada	383	663
Publications	8	24,729
Joint marketing	-	12,000
Writing services	-	5,462
Local planners	-	98
	936,026	1,194,454
Deficit of expenditures over funding	725,610	(147,004)
Opening deferred contributions	522,420	669,424
Closing deferred contributions (note 5)	\$ 1,248,030	\$ 522,420

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2021

11. Destination Marketing Program Contributions (continued):

Restricted DMP assets associated with deferred contributions is as follows:

	2021	2020
Accounts receivable, end of year	301,635	192,450
Restricted cash and investments	946,395	329,970
Balance, end of year	\$ 1,248,030	\$ 522,420

Each year the Destination Marketing Program provides funding to Saskatoon Sports Tourism Inc. for activities and marketing support bids related to sporting events.

Under the agreement, a reserve fund of \$200,000 (2020 - \$200,000) is held in trust on behalf of Saskatoon Destination Marketing Hotels Inc. to be used to pay for any accrued but unpaid costs incurred by the service provider in providing Destination Marketing Services prior to the expiry or termination of the agreement.

12. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

13. Related party transactions:

The Bureau is related to Saskatoon Sports Tourism Inc. ("Sports Tourism"). Sports Tourism is a non-profit organization whose purpose is to promote sporting events in the City of Saskatoon. During the year the Bureau paid \$6,327 (2020 - \$45,359) to Saskatoon Sports Tourism for program funding and hotel room allocation and \$50,000 (2020 - \$nil) for operational funding. Accounts payable and accrued liabilities include \$nil (2020 - \$10,177) owing to Sports Tourism.

The Bureau also provides certain administrative services to Sports Tourism at no charge. Sports Tourism reimburses the Bureau for printing and other services as amounts are incurred. Related party transactions are recorded at the exchange amount.

During the year the Bureau, as the sole member of Sports Tourism, made the decision to liquidate and dissolve the organization effective November 10, 2021. All assets and liabilities and any related operations of Sports Tourism are to be assumed by the Bureau on the effective date. Sports Tourism transferred the following assets and liabilities:

Cash	\$46,875
Accounts receivable	14,256
Short-term investment	68,358
Accounts payable	(9,439)
Total contribution	\$120,050

TOURISM SASKATOON							April 4, 2022
2022 OPERATING BUDGET							
RECAP - COMBINED DEPARTMENTS							
			2022	2021	2020	2019	
			BUDGET	BUDGET	BUDGET	BUDGET	
REVENUE							
ADMINISTRATION			628,810	820,509	1,418,028	533,800	
MEMBER ENGAGEMENT			78,545	76,337	81,874	129,999	
LEISURE MARKETING			14,000	717,054	300,145	52,100	
VISITOR ENGAGEMENT			3,000	200	1,200	2,000	
DMP - ALL			2,764,448	578,654	1,096,613	3,003,090	
DMP - Administration			48,955	48,954	48,955	48,000	
DMP - Sport			n/a	6,000	68,112	155,256	
TOTAL REVENUE			3,537,758	2,247,708	3,014,927	3,924,245	
EXPENSE							
ADMINISTRATION			196,718	243,980	191,465	202,872	
MEMBER ENGAGEMENT			13,031	10,644	5,144	20,144	
LEISURE			0	617,722	281,774	0	
VISITOR ENGAGEMENT			37,100	1,200	2,600	20,610	
CORE - Staff Costs			778,798	528,455	597,290	522,273	
DMP - ALL			1,807,489	725,254	1,163,014	2,331,262	
DMP - Staff Costs			586,958	114,453	529,389	671,828	
DMP - SST			370,000	6,000	68,112	155,256	
TOTAL EXPENSES			3,790,094	2,247,708	2,838,788	3,924,245	
PROFIT (LOSS)			(252,336)	-	176,139	-	

Saskatoon Destination Marketing & Management

2022 Business & Marketing Plan

Shaping the Future of Saskatoon's Tourism Sector

Wherever you hail from, you'll feel the specialness of this land. Saskatoon is built on Treaty 6 Territory and The Homeland of The Métis. A traditional meeting ground, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene, and Nakota Sioux, this land is sacred.

We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries in the past and the imprints we'll make together going forward. We pay our respect for this stolen land of incredible beauty. As we reaffirm our relationship with one another and commit to building strong, lasting partnerships, we are so grateful for the sacrifices made by the Indigenous community. We give thanks for our opportunity to thrive on these traditional lands.

"I acknowledge that Tourism Saskatoon, our stakeholders, and members thrive on Treaty 6 Territory and The Homeland of The Métis. Our next steps involve the continued establishment of relation with one so that our stories enable discovery and reestablish our kinship with one another and this wonderful land we call home.

To acknowledge this territory and its keepers on their traditional terms is to act in reciprocity so that truth may be understood, and reconciliation be made possible - to strive for this, we can be "made more."

With close to two years of COVID-19 behind us, some of the potential long-term effects are becoming clearer while others are still emerging. Developing a collective understanding of these changes in the industry and in consumer behavior - along with potential implications for Tourism Saskatoon and our partners - are key to recovery. With this understanding, we can effectively adjust strategic areas of focus, mitigate risk, and capitalize on market opportunities.

The pandemic has resulted in accelerated, profound socioeconomic changes that have and will continue to affect our businesses and community. Four key drivers will affect not only tourism, but Canadian society in both the short and long term:

1. COVID Uncertainty
2. Economic Change
3. Climate Change
4. Accelerated Digitization

Our team has observed the transformation of the tourism sector, carefully noting the shift in consumer behaviors and values. What visitors value and where they spend their time and money is changing in response to the lasting impact of the pandemic. Our 2022 Management & Marketing Plan explores and understands these shifts so we can all act now to adapt operational models, improve product and service development, channel marketing budgets, fill our business event and sports pipelines and prepare for what's next.

Our success will be in our continued interdependence, collaboration and contribution to a viable economic model for Saskatoon's visitor economy with sustainability, regeneration, and purpose. We are on a path towards a resilient future, and a community flourishing because of the tourism ecosystem. Doing business in Saskatoon will contribute to positive outcomes for our businesses, for our planet and for our people.

Together, we continue our journey in creating a purpose driven, value-based destination. There are new opportunities to create a path forward towards economic growth and recovery - focusing on domestic, leisure, and digital, renewing our growth and further establishing our competitive edge.

It is my honour to serve you and share this opportunity with you.

Steph Clovechok



CEO, Tourism Saskatoon

2022 Key Market Trends

- Frictionless Travel
- Domestic Travel
- Responsible Travel
- Ascendance of Communities
- Indigenous Connection
- Demand for Destination Wide Sustainability & Regenerative Practices
- Wild for Wilderness
- Health & Wellbeing
- Affluent Travel Boom & Pent-Up Demand
- Great Resignation & Retirement
- Remote Work & Residential Tourism

2022 STRATEGIC RESPONSE

- Maximize external revenues and reporting to justify further investment
- Strategic, targeted domestic marketing and business development initiatives to drive urgent travel
- Strategic partnerships to leverage investment
- Destination marketing partnership with key attractions and partners
- Fully deploy incentive program and sales strategy for business events and sport
- Continued and strong advocacy for downtown entertainment district
- Team member retention and development
- Provincial and municipal advocacy for the removal of travel barriers

2022 STRATEGIC RECOVERY & GROWTH

- Saskatoon at top of mind and in plain sight in core markets and marketplaces
- Robust, targeted domestic marketing strategies
- Value based marketing & storytelling
- Strategic international partnerships planning for future travel
- Sector-focused, incentivized business travel
- United sport community, revitalized hosting strategy
- Ground Zero for Truth & Reconciliation
- Sector wide brand alignment
- Concierge service to SDMH Hotel Partners
- Engaged partnerships
- Targeted experience development and event incubation
- Airline & Travel Trade partnerships to drive domestic travel
- Stabilized external funding while DMP recovers

2022 CORPORATE KPI's

- Increase participation in SDMH DMP Partnership
- Increase number of members of Tourism Saskatoon
- Benchmark sport, business events and travel trade room nights
- Increase % of residents that believe Tourism is important in Saskatoon
- Incubate 5 New events during need periods
- Fully launch and deploy new brand destination wide
- Develop 5 new experiences
- 10 Saskatoon Stories in Key National and International Publications
- Increase website visitation and leads to partner hotels

Destination Leadership

Major Message

- Increasing, diversifying and retaining funding for destination organizations begins with getting a lot of traditional partners around the table
- Destination organizations are expanding their roles in many directions
- Recovery will be protracted and uneven which will have profound long-term impacts
- Destination organizations, venues, attractions and other partners are developing a whole-of-destination approach to promote the region
- The Community is the destination
- Driving return on investment from external sources will be critical to maintain investments until DMP recovery
- Involvement in economic development initiatives is critical
- Advocacy to encourage policy makers to reduce barriers to travel will be imperative

Destination Leadership Imperatives

1

Free Cash Flow with Optimization of External Funding Sources

2

- Sport and Major Event Strategy
- Partner and Advocate for event and entertainment infrastructure to begin development

3

- 2 New DMP Partners
- New Destination Strategy

4

Enable implementation of Decade of Action Plan for Destination Sustainability

5

- Organizational & Sector Wide Cultural & Inclusivity Training
- TRC Calls to Action Implementation with Saskatoon Tribal Council Partnership

6

- Establish strategic advisory committees for CEO, Sport Tourism and Business Events
- MOU with STC & U of S

Key Performance Indicators

Secure Tourism
Relief Funding
MOU with Saskatoon
Tribal Council & 7
Nations
Development

2023 - 2025
Destination Strategy
Complete
Launch Discover
Saskatoon Brand

Onboard 4 New
Hotels to SDMH
Partnership

Launch and
stabilize three new
external advisory
committees

Fully execute 2022
plan and
implement
strategic initiatives

National & International Business Events

Business Event Imperatives

1

- Sector Based National & International Selling Strategy
- Leverage Cities In Synch Partnership for Confirmed Business

2

- Onboard 10 Legacy Builders to Legacy Project
- Host 3 Lunch and Learn Onboarding Sessions for Legacy Project

3

- Host Legacy Builder Launch and Recognition Event

4

- Attend Key Marketplaces & Tradeshows
- Host Brand Launch Destination Event in Toronto/Ottawa Markets

5

- Fully Deploy Incentive Program
- Establish & Involve New Business Event Advisory Committee

6

- Create Event Plan for Tourism Saskatchewan Industry Conference

Key Performance Indicators

40 Bids Submitted
25 Bids Secured

Event Plan for
Tourism Saskatoon
Industry Event
Completed

Number of
Actualized Room
Nights Benchmark

Host 5 Site Visits

25 RFP's Received
and Distributed

Legacy Project

Key Performance Indicators

Host 3 lunch and learn onboarding events

Host 1 appreciation event and 1 fam

Distribute 4 e-newsletter communications to sport and business event community

Onboard 10 Legacy builders

5 referrals from Legacy Builders

Receive 3 RFP's through Legacy Builders

Sport Tourism & Major Events



Sport Tourism and Major Event Imperatives

1

Create investor value document and onboard existing and new sport tourism investing partners

2

- Develop and Implement Sport Incentive and Sponsorship Matrix
- Develop and launch sport tourism playbook for

3

Develop and launch 5-year sport tourism and major event strategy with infrastructure needs identified

4

Create and launch online events calendar to support sport organizations and event hosts

5

Develop and launch Q1 stakeholder engagement and training programs to feed sport and event hosting strategy

6

- Incubate one winter sporting event
- Develop and launch communications strategy to stakeholders and partners

Key Performance Indicators

Onboard all existing
investing partners to
new structure

5 Training sessions
hosted

5 Sport Legacy
builders onboarded

30 Bids Submitted

15 Bids Secured

Investment Matrix
completed

12 Communications
Distributed

Sport and Major
Event 5 Year
Strategy Completed

Consumer Marketing

Consumer Marketing Imperatives

1

Launch Seasonal Marketing Campaigns with Strategies that Drive Awareness, Consideration & Conversion

2

- Enhance Tourism Saskatoon's online presence and platforms
- Create Strategic, Data Driven Digital & Content Strategies

3

Engage Saskatoon Community to Grow Resident Sentiment & Ambassadorship

4

- Develop & Launch Discover Saskatoon Brand Pillars, Guidelines and Key Messaging
- Align Strategic Partners

5

- Pilot Co-Operative Marketing Partnership & Airline partnerships

6

Incentivize Room Nights in SDMH Partner Hotels with Packages in Marketing Campaigns

Key Performance Indicators

Raise brand awareness by increasing 75% of traffic from new users on website

Raise brand awareness by increase of 50% website traffic from social media posts and sharing

Average 5000 referrals per month through conversion tactics for a total of 60,000 referrals in the year

Participate in 4 cooperative marketing opportunities to highlight Tourism Saskatoon brand and campaign messages

Achieve 5th position or better on key website pages (Partner Hotels, Things to do, and Events)

Media & Public Relations

Media Marketing Imperatives

1

Attend National &
International Marketplaces

2

Host Media in Saskatoon to
influence national and
international stories in target
publications

3

Introduce Net Promoter Score
and establish a benchmark for
Saskatoon as a global
destination

Key Performance Indicators

Conduct 75 face to face meetings through 3 media marketplaces

Host 8 Qualified Media in Saskatoon

Establish Net Promoter Score Benchmark

Saskatoon highlighted in 10 Key Industry Publications

10 local media appearances or mentions per month

Travel Trade

Travel Trade Imperatives

1

Attend marketplaces and tradeshow to confirm new itineraries and tour operators to Saskatoon

2

Develop joint marketing partnerships with key tour operators and travel agencies

3

Host 8 key tour operator FAMs

4

Partner with key tour operator for travel agent road show in Canada and USA

5

Partner to host sponsorship lunch at Rendezvous Canada

6

Tour Operator sales mission for product development and training

Key Performance Indicators

Attend 80 face to face meetings with tour operators and RTOs

Host 8 key tour operator FAMs

Train 100 reservations sales tour operator staff and 50 travel agents

Create and launch 3 joint marketing partnerships

3 new tour operators with itineraries to Saskatoon

Destination Innovation

Destination Innovation Imperatives

1

- Develop, pilot and launch 6 new experiences
- Launch and Pilot Social Enterprise “Just Food Tours”

2

- Implement Destination Wide 2SLGBTQ+ Strategy
- Develop and launch Indigenous tourism development partnership and strategy with Saskatoon Tribal Council

3

Attend marketplaces and tradeshow

4

Develop and implement Indigenous event protocol with key event partners, venues, business and sporting events

5

Develop and execute destination wide brand experience and event

6

- Develop and execute Saskatoon guide services
- Provide front line staff with experience training and communication

Key Performance Indicators

6 New Experiences
Created and
Launched

Social Enterprise
Just Food Tours
Piloted and
Launched

Saskatoon Tribal
Council
development
partnership
developed and
launched

4 New Events
Incubated

Fulfill all Tourism
Relief Fund
Project
requirements

Destination Stewardship & Visitor Experience

Destination Stewardship Imperatives

1

- Develop and Launch #saskatooning Training Program
- Develop #saskatooning Ambassador program

2

- Host regular SDMH & Member Networking Events
- Host PRIMED Academy Tourism Development Workshops

3

- Develop and Launch SDMH Communication and Reporting Strategy
- Develop and distribute “member value” packages to all SDMH and prospect partners

4

- Create and execute SDMH prospect and onboarding strategy
- Host SDMH board and member meetings

5

- Fully deploy SDMH website
- Bridge SDMH and Tourism Saskatoon for key advocacy initiatives

6

- Drive SDMH Brand Awareness in hotels and through Tourism Saskatoon channels
- Enhance communications to SDMH from Tourism Saskatoon

Key Performance Indicators

Onboard 2 new hotels to SDMH partnership

Create SDMH Value Document Regular Meeting Reports and Year End Summary

Launch and Maintain SDMH Communications Strategy and ROI Reporting

Develop & Deliver #Saskatooning Training to 200 members & 75% of SDMH Front Desk Staff

Ensure 75% hotel participation in all Strategic Initiatives

Member & Visitor Experience Imperatives

1

Audit and Enhance
Membership
Onboarding Process

2

Develop and Launch
Membership Onboarding
Program and Value Documents

3

- Enhance External Visitor Experience
- Enhance Visitor Centre Experience & Expand Retail Offering

4

Package VIP Experiences

Key Performance Indicators

Reach +300% in
Retail sales vs 2021

Increase engagement
with Visitor Centre by
25% vs 2021

Increase
Membership Income
by 10% vs 2021

Increase number
of Members by 5%
vs 2021

Develop Member
Prospecting
Campaign for
launch in 2023



Partnership Proposal – City of Saskatoon Transportation Partnership for Business and Sporting Events

PURPOSE

Destination competitiveness for hosting business events and sporting events has increased dramatically throughout the age of Covid. To create ease of access to our destination, incentive programs have been developed that support the successful acquisition of business events and sporting events to Saskatoon. One of our greatest barriers to securing these events and enabling their success in our destination is transportation. Many Canadian municipalities partner with Destination Management Organizations to provide complimentary transportation for business events and sporting events. This proposal outlines the opportunity for The City of Saskatoon to remove the barrier of transportation for events in Saskatoon.

CURRENT STATUS

There is no current transportation program that enables the movement of business event delegates or sporting event athletes throughout the city from their hotel to venue. Tourism Saskatoon consistently receives feedback from planners and associations that transportation will be required to secure business and sporting events for our destination. The cost of daily transportation for these events can be upwards of \$10,000/day. Tourism Saskatoon and our Saskatoon Destination Marketing Partner Hotels focus revenues prospecting events and see a transportation partnership as an opportunity for the City of Saskatoon to better enable a positive visitor experience and the ability to secure more events.

KEY CONSIDERATIONS & ACTIONS

A Transit Service Partnership, enabled by The City of Saskatoon using City Transit assets could adhere to the following conditions:

- Organizers of Events in Saskatoon, through Tourism Saskatoon can obtain an increase in transit service or dedicated transit service to match the demand for transit for any event with a projected attendance of up to 5,000 persons.
- For events with more than 5,000 persons, the additional service provided by the City could be paid for by the event organizer

Tourism Saskatoon can provide information and data to inform City Council and Administration of the opportunity for a tourism transit partnership. The outcomes of this partnership would increase Tourism Saskatoon's ability to secure high value business and sporting events for our community while improving the visitor experience in our destination.